



# Organizational Behaviour - Attitudes

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# Outline

- Defining attitudes
- Key elements of attitudes
- Attitudes and others related concepts
- Characteristics of attitudes
- Attitude formation
- Attitude measurement
- Cognitive dissonance
- Changing attitudes
- Attitudes in workplace

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A decorative background featuring a stylized flower with multiple petals in shades of orange and pink. Surrounding the flower is a circular arrow composed of many small, rectangular segments, also in orange and pink. The entire design is set against a light gray background.

# The Power of Attitudes

- The last of the human freedoms is to choose one's attitude in any given set of circumstances. ~ Viktor E. Frankl

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# Attitudes

- Evaluative statements towards objects, people or events.
- A tendency to react in a certain way.
- Attitudes are usually for or against something or somebody.

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A decorative background featuring a stylized flower with multiple petals in shades of orange and pink. A circular arrow, composed of many small rectangular segments, encircles the flower. The arrow is colored in a gradient from orange to pink. The overall design is modern and clean.

# Key elements

- Values and attitudes
- Strength of similar attitudes
- Components of attitudes
  - Cognitive (belief, opinion, knowledge, information etc)
  - Affective (emotional/feeling)
  - Behavioural (intentions)

Affective component and other attitude-related stimuli.

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# Attitudes and values

- Values: the concept of the desirable, and internalized criterion or standard of evaluation a person possesses.
- Values provide a standards of competence and morality
- Values are fewer in number than attitude
- Values transcend specific objects, situations or persons
- Values are relatively permanent and resistant to change
- Values are most central to the core of a person

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# Attitude and opinion

A decorative graphic in the background consisting of a large circle made of many small, overlapping rectangular segments. The segments on the left are orange and yellow, while the segments on the right are pink and red. In the center of the circle is a stylized flower or star shape with multiple loops, colored in shades of orange and pink.

- Opinion is primarily cognitive
- Opinion is specific
- Attitudes influence opinions

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# Attitudes, beliefs and ideology

A decorative background featuring a stylized flower with eight petals in the center. Surrounding the flower is a circular arrow composed of many small, overlapping rectangular segments. The left half of the arrow is orange, and the right half is pink. The entire graphic is set against a light gray background with a diagonal orange and gray stripe on the left side.

- Belief is a judgment about something.
- Beliefs are mostly emotionally neutral.
- Organized beliefs lead to ideologies.
- Attitudes and prejudice

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# Characteristics of attitudes

- Valence: magnitude or degree of favorableness or unfavourableness
- Multiplexity: number of elements constituting the attitude
- Relation to needs: the purpose it serves
- Centrality: importance of the object

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# Attitude formation



- Sources:
  - Personal experiences
  - Association
  - Family
  - Peer group and society
  - Models
  - Institutional factors

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# Attitude measurement

A decorative background featuring a stylized flower with multiple petals in shades of pink and orange. Surrounding the flower is a circular arrow composed of many small, colored segments, also in shades of pink and orange. The overall design is modern and academic.

- Thurstone's scale
- Likert's scale
- Bogardus's social distance scale
- Guttman's scale
- Projective tests
- Key issues:
  - Open ended Vs closed ended questions
  - Subjectivity in response
  - Social desirability effect
  - Sampling

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# Cognitive dissonance



- Cognitive dissonance: uncomfortable tension which comes from holding two conflicting thoughts in the mind at the same time
- Positive aspects of cognitive dissonance: powerful motivator for attitude and behavioral change.

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# Changing attitudes



- Providing information
- Reinforcing attitudinal change
- Providing opportunities to explore new situations

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# Attitudes at work place

- Work attitude
- Job satisfaction
- prejudice

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# Job satisfaction

- Importance of job satisfaction
- Determinants of job satisfaction
  - Mentally challenging work
  - Equitable rewards
  - Supportive working conditions
  - Supportive colleagues
  - Personality-job fit
  - Personal characteristics

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# Trapped in a cubicle



# Organizational commitment

A decorative background featuring a stylized flower with multiple petals in shades of pink and orange. Surrounding the flower is a circular arrow composed of many small, rectangular segments, also in shades of pink and orange. The entire graphic is set against a light gray background.

- A belief in and acceptance of the organization's goals
- A willingness to exert considerable effort on behalf of the organization
- Desire to remain within the organization

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"I like your attitude, Brigley."



# Prejudice



- Prejudgment
- Organizational demography (composition of the workforce) plays a major role.
- Minority condition
- Normality Vs abnormality
- Prejudice and discrimination

# Overcoming discrimination

A decorative background featuring a stylized flower with multiple petals in shades of orange and pink. Surrounding the flower is a circular arrow composed of many small, rectangular segments, also in orange and pink. The entire design is set against a light gray background.

- Diversity management
- Affirmative action plans
- Sensitivity training

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